

**Study  
Report  
2000-06**

## **Racial Differences in Job Satisfaction**

**Joanne C. Marshall-Mies, Jennifer A. Martin,  
and Tanya B. Seligson**  
Swan Research, Inc.



**United States Army Research Institute  
for the Behavioral and Social Sciences**

**September 2000**

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**A Directorate of the U.S. Total Army Personnel Command**

**EDGAR M. JOHNSON  
Director**

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## FOREWORD

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A primary mission of the Army Personnel Survey Office (APSO) of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to collect information on a wide range of issues important to the Army. These findings provides the Army with timely information on which to base future planning and policy making.

This Study Report summarizes results from a special analysis of data from the Spring 1995 *Sample Survey of Military Personnel (SSMP)*. This analysis was of the differences between Black and White officers and enlisted personnel on factors related to soldiers' job satisfaction and their intentions to commit to a career in the Army.

The Army can use the findings of this report to guide its personnel policy and planning activities.



EDGAR M. JOHNSON  
Director

# RACIAL DIFFERENCES IN JOB SATISFACTION

## EXECUTIVE SUMMARY

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### Research Requirement:

In order for the U.S. Army to develop and implement effective personnel policies, it is necessary to understand the factors related to the job satisfaction and the intent of soldiers to remain in the Army. The Spring 1995 administration of the *Sample Survey of Military Personnel (SSMP)* contained data on factors such as soldier characteristics, job characteristics, pay and benefits, job security, morale and preparedness, supervision and leadership, soldiers' families and the Army, and quality of life and stress. A special analysis of these data was conducted to identify differences among Army personnel related to race.

### Procedure:

The total number of soldiers responding to the Spring 1995 SSMP included 8,118 officers and 6,995 enlisted personnel. Of these, there were 3,184 Black soldiers, 10,630 White soldiers, 776 other minorities (i.e., American Indian, Eskimo or Aleut; Asian or Pacific Islander; or Hispanic/ Spanish origin or ancestry), and 523 with race unknown. This special analysis focuses on differences between Black and White officers and enlisted personnel and generalizes the results to a population of 75,243 Black and White officers and 343,952 Black and White enlisted personnel. In this report, gender differences were addressed when Black and White male and female officers and enlisted personnel responded differently or with different intensity.

### Findings:

This special analysis of the Spring 1995 SSMP found that significant differences exist between Black and White officers and enlisted personnel on factors related to job satisfaction and intention to remain in the Army. These factors include job characteristics; pay and benefits; job security; career development and promotion; equity; co-workers, morale and preparedness; supervision and leadership; soldier's family and the Army; and quality of life and stress.

In general the analysis showed that, compared to White officers and enlisted personnel, Black officers and enlisted personnel are more likely to be satisfied with the following:

- Specific job characteristics and the way things "work" in the Army;
- Basic benefits including healthcare;
- Housing condition, location, security, and access to educational and recreational facilities;
- Co-workers and the amount of personnel available;
- Current duty assignments;
- Possibility of getting developmental assignments needed to be competitive for promotion; and
- Overall quality of Army life.

Black officers and enlisted personnel are more likely than White officers and enlisted personnel to:

- Believe in mixed gender work teams;
- Believe in equality of standards and on-the-job performance for men and women;
- Report the chain of command seldom takes action on discrimination complaints.
- Report their spouse/significant other is supportive of them making a career in the Army; and
- Believe that Army leadership would make the best decisions to maintain a quality Army.

Black officers and enlisted soldiers are more likely than White officers and enlisted soldiers to be concerned with:

- Incidents of racial discrimination;
- Equal opportunity climate in their unit;
- Negative influence that race has on career assignments; and
- Issues and policies related to job security, such as RIF/separation board rules and regulations, being targeted to leave the Army involuntarily, getting a civilian job quickly if they had to, and employment assistance and benefits following separation.

In comparison to Black officers and enlisted personnel, White officers and enlisted personnel are more likely to:

- Join the Army from a desire to serve their country;
- Report their absence had a negative impact on their immediate work group;
- Agree that mixing genders in a unit would have a negative influence on group cohesion/cooperation; and
- Believe that male soldiers work harder in performing their assigned tasks, are expected to achieve higher standards, and perform better in their assigned tasks.

White officers and enlisted personnel also are more likely than Black officers and enlisted personnel to:

- Experience high levels of stress or conflict in their military job now as well as a year ago;
- Feel their current assignment has placed more stress on family relationships;
- Have been separated from their spouse/child(ren) 17 to 20 weeks in the last 12 months;
- Report their spouse lost time from paid or voluntary work because they were unable to find child care;
- Report low levels of unit morale; and
- Disagree they would recommend others pursue an active duty career in the Army.

These findings relate to the career intentions of Black and White officers and enlisted personnel. When asked about their intentions concerning their Army career, Black female officers and Black male and female enlisted personnel are more likely than White female officers

and White male and female enlisted personnel to intend to stay in the Army until retirement. In comparison, White female officers and White male and female enlisted personnel reported that they are more likely than Black female officers and Black male and female enlisted personnel to intend to leave the Army after their present obligation is fulfilled.

#### Utilization of Findings:

The findings contained in this report concern the job satisfaction and subsequent career intentions of Black and White officers and enlisted personnel. Thus these findings can be used to identify areas in which the Army might alter policies or procedures in order to increase the retention of the soldiers they wish to remain in the Army. However, because the pattern of results is quite complex, it will be advisable to examine the individual findings carefully. For example, the finding that Black officers and enlisted personnel demonstrate greater concern than their White counterparts about racial issues (e.g., perceptions of the negative influence of race on career assignments) implies investigating such perceptions and determining what action, if any, is called for.



## RACIAL DIFFERENCES IN JOB SATISFACTION

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# Racial Differences in Job Satisfaction

## INTRODUCTION

### Background

The *Sample Survey of Military Personnel (SSMP)* collects information on a wide range of issues important to the Army, soldiers, and their dependent family members. Results of the survey are used by Army policymakers to develop plans, assess policies, and evaluate program operations and outcomes.

### Purpose of Report

This report summarizes results from a special analysis of differences between Black and White officers and enlisted personnel on factors related to soldiers' job satisfaction and their intentions to commit to a career in the Army. These factors include soldier characteristics; job characteristics; pay and benefits; job security; career development; promotion; equity; co-workers, morale and preparedness; supervision and leadership; soldier's family and the Army; and quality of life and stress

## STUDY METHODOLOGY

### Sample

The *SSMP* is conducted twice a year, drawing on 10% of officers and 2 - 3% of enlisted personnel. In the Spring of 1995, the *SSMP* intentionally over-sampled female officers and enlisted personnel so issues of potential relevance to these populations could be examined. This sample consisted of 10% of male and 100% of female officers, and 3% of male and 20% of female enlisted personnel. The total number responding to the 1995 *SSMP* included 8,118 officers and 6,995 enlisted personnel. Of these, there are 3,184 Black soldiers, 10,630 White soldiers, 776 other minorities (i.e., American Indian, Eskimo or Aleut; Asian or Pacific Islander; or Hispanic/ Spanish origin or ancestry), and 523 with race unknown.

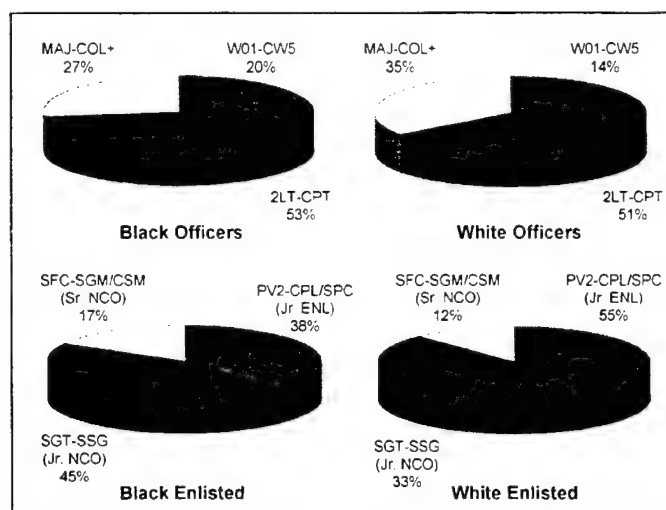
### Procedure

This special analysis, which focuses on differences between Black and White officers and enlisted personnel, generalizes the results to a population of 75,243 Black and White officers and 343,952 Black and White enlisted personnel. Survey responses are weighted by rank, gender, and race so the results can be generalized to this Army population. Unless otherwise noted, the results reported have sampling errors of 7 percentage points or less. In this report, gender differences are also addressed when Black and White male and female officers and enlisted personnel responded differently or with different intensity.

## FINDINGS

### Soldier Characteristics

**Demographics.** Figure 1 presents the breakout of officers and enlisted personnel by race and rank. As shown, slightly less than a third of Black officers and slightly more than a third of White officers are in field grades (Major to Colonel); and approximately one-half of Black and White officers are in company grades (2nd Lieutenant to Captain). Within the enlisted ranks, approximately two-thirds of the Black soldiers are Junior or Senior Non-Commissioned Officers (NCOs) compared to less than half of the White soldiers; and approximately a third of the Black enlisted personnel and half of the White enlisted personnel are in Junior enlisted ranks (PV2 to Corporal or Specialist).



**Figure 1. Officers and Enlisted Personnel by Race**

Figure 2 presents the breakout of officer and enlisted personnel by race and gender. As shown, there are lower percentages of White soldiers among female officers and enlisted personnel than there are among male officers and enlisted personnel, respectively. Conversely, there are larger percentages of Black soldiers among female officers and enlisted personnel compared to male officers and enlisted personnel.

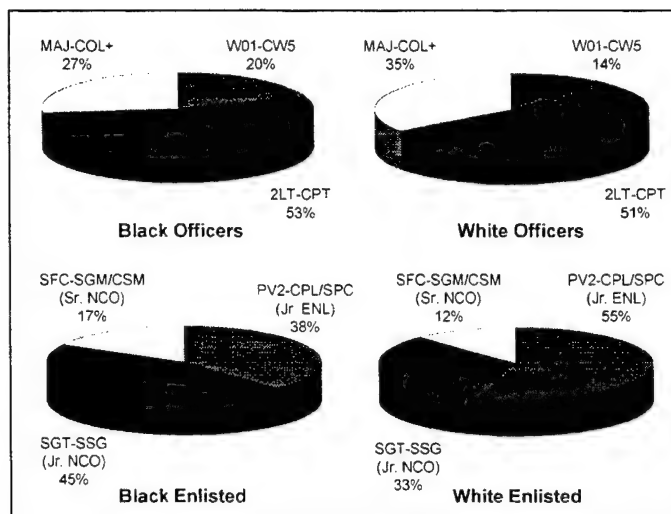


Figure 2. Officers and Enlisted Personnel by Race and Gender

In addition to their rank and gender, Black and White soldiers have other demographic differences. For example, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to have more than 6 years of service (83% Black vs. 74% White officers; 62% Black vs. 44% White enlisted) and to be 30 years of age or older (74% Black vs. 69% White officers; 48% Black vs. 31% White enlisted). Differences in education are also evident. Black officers and enlisted personnel are more likely than White officers and enlisted personnel to have some college with no degree or an Associates Degree (17% Black vs. 9% White officers; 57% Black vs. 50% White enlisted), while White officers are more likely than Black officers to have one or more college degrees (90% White vs. 82% Black officers).

Marital status. Higher percentages of White officers than Black officers are married (78% White vs. 69% Black officers) and lower percentages of White officers than Black officers are divorced or widowed (5% White vs. 12% Black officers). Higher percentages of Black enlisted personnel compared to White enlisted personnel are married (66% Black vs. 61% White enlisted).

Compared to Black officers and enlisted personnel, higher percentages of White officers and enlisted personnel live with their spouse (92% White vs. 84% Black officers; 82% White vs. 75% Black enlisted). Also, Black officers and enlisted personnel are more likely to have dependent children than White officers and enlisted personnel (79% Black vs. 72% White officers; 82% Black vs. 71% White enlisted).

Reasons for joining the Army. Despite their demographic differences, both Black and White officers and enlisted personnel selected the following as their top three reasons for joining the Army:

- Desire to serve their country;
- Educational benefits; and
- Job security.

However, White male and female officers and male enlisted personnel are more likely than Black male and female officers and male enlisted personnel to report joining the Army from a desire to serve their country (32% White vs. 22% Black male officers; 16% White vs. 10% Black female officers; 20% White vs. 8% Black male enlisted; and 9% White vs. 4% Black female enlisted). Also, White female officers are more likely than Black female officers to report joining for educational benefits (34% White vs. 22% Black female officers).

#### Job Characteristics

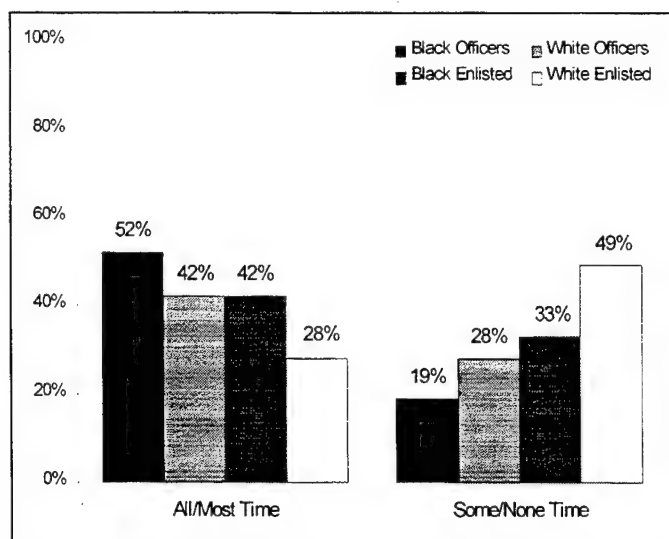
A number of *SSMP* questions covered working conditions, hours, and accomplishments achieved on the job. Analysis of these questions found that, in general, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be satisfied with the way things “work” in the Army. For example, compared to White officers and enlisted personnel, higher percentages of Black officers and enlisted personnel are satisfied with:

- Amount of paperwork (54% Black vs. 34% White officers; 64% Black vs. 49% White enlisted);
- Length of working hours (69% Black vs. 62% White officers; 64% Black vs. 58% White enlisted), perhaps because they are more likely than White soldiers to report working 8 hours (14% Black vs. 8% White officers, 23% Black vs. 13% White enlisted) and are less likely to report working 11 - 13 hours (37% Black vs. 45% White officers; 32% Black vs. 41% White enlisted) in a typical day;
- Quality of equipment and supplies (67% Black vs. 62% White officers; 50% Black vs. 40% White enlisted); and
- Amount of equipment and supplies available on the job (60% Black vs. 55% White officers; 48% Black vs. 36% White enlisted).

In addition, Black officers are more likely than White officers to be satisfied with the number of quick response tasks (54% Black vs. 41% White officers) and Permanent Change of Station (PCS) relocations (74% Black vs. 69% White officers). White enlisted personnel are more likely than Black enlisted personnel to be satisfied with the number of PCS relocations (60% White vs. 55% Black enlisted).

Black enlisted personnel are more likely than White enlisted personnel to be satisfied with the amount of enjoyment received from their job (63% Black vs. 58% White enlisted), the level of job fulfillment (67% Black vs. 58% White enlisted), and the opportunity to use their skills and training on the job (69% Black vs. 60% White enlisted).

Summing up their feelings about the way things “work” in the Army, Black officers (57%) and enlisted personnel (42%) are more likely than White officers (42%) and enlisted personnel (28%) to feel they have accomplished something really worthwhile at the end of the day all or most of the time (see Figure 3).



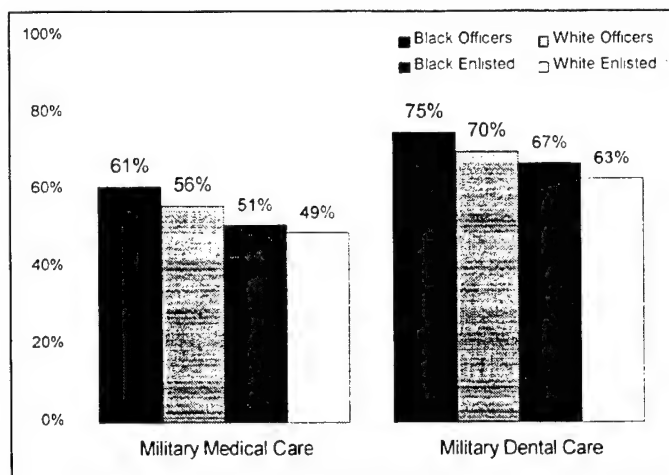
**Figure 3. Percent Who Reported Feelings of Job Accomplishment**

#### Pay and Benefits

In general, Black officers and enlisted personnel are equally or more satisfied than White officers and enlisted personnel with basic benefits in the Army. One exception is that White officers are 6% more likely than Black officers to be satisfied with their basic pay (63% White vs. 57% Black officers) and 5% more likely to be satisfied with VHA/COLA (49% White vs. 44% Black officers), while the differences in satisfaction in these areas between Black and White enlisted personnel are not significant.

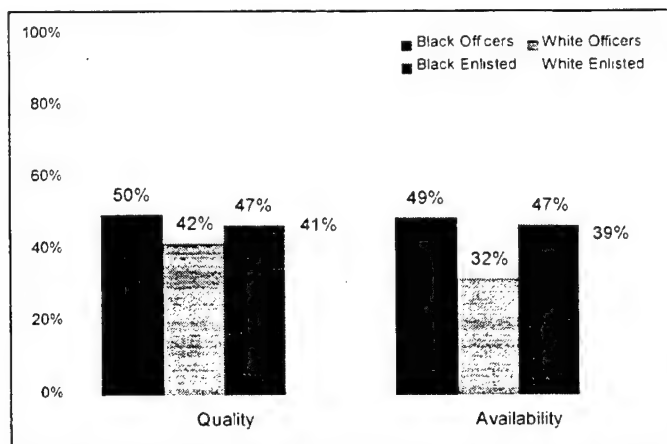
Commissary and Post Exchange. Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be satisfied with the Post Exchange (78% Black vs. 72% White officers; 74% Black vs. 69% White enlisted). Also, Black officers are more likely than White officers to be satisfied with Commissary (86% Black vs. 81% White officers).

Healthcare. Regarding healthcare, Black officers and enlisted personnel are more likely to be satisfied than White officers and enlisted personnel. Figure 4 shows that Black officers are more likely than White officers to be satisfied with their military medical and dental care and that Black enlisted personnel are more likely than White enlisted personnel to be satisfied with their military dental care.



**Figure 4. Percent Satisfied with Military Medical and Dental Care**

Similarly, Figure 5 shows that Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be satisfied with the quality and availability of their family medical care. Concerning family dental care, Black officers are more likely than White officers to be satisfied with its availability (42% Black vs. 29% White officers); and Black enlisted personnel are more likely than White enlisted personnel to be satisfied with both its quality (47% Black vs. 40% White enlisted) and availability (45% Black vs. 35% White enlisted).



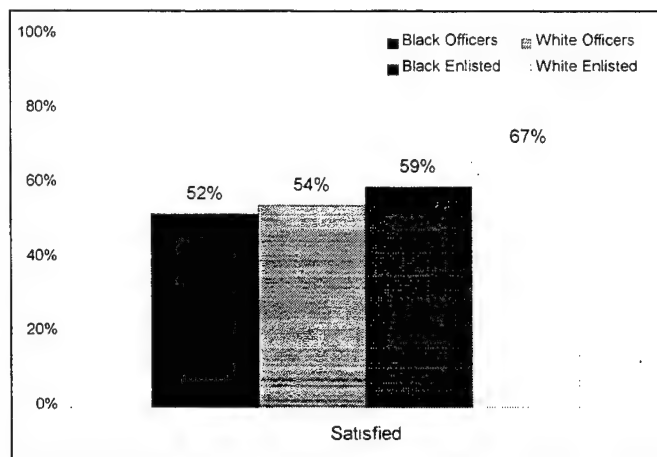
**Figure 5. Percent Satisfied with Family Medical Care**



Benefits following separation. Black officers and enlisted personnel are more likely to agree that the “Army will protect their benefits and retirement” (34% Black vs. 28% White officers; 35% Black vs. 29% White enlisted). However, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be concerned with employment assistance (42% Black vs. 25% White officers; 61% Black vs. 45% White enlisted) and educational benefits (44% Black vs. 28% White officers; 66% Black vs. 55% White enlisted) following separation from the Army. Additionally, Black enlisted personnel are more likely than White enlisted personnel to be concerned with limited exchange, commissary, and medical benefits following separation (60% Black vs. 50% White enlisted).

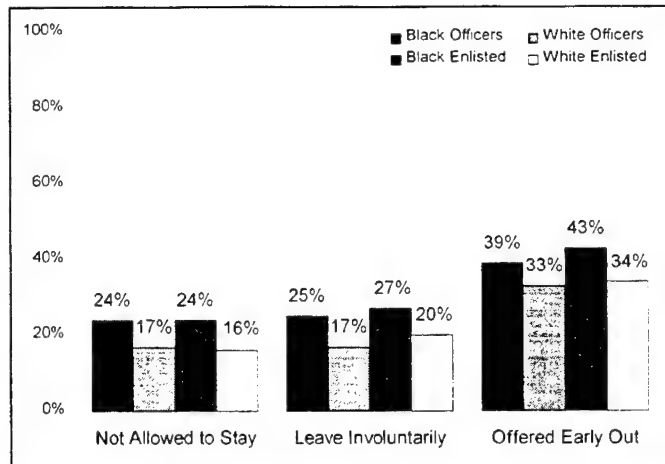
### Job Security

As a whole, White and Black officers are equally satisfied with their job security; but, White enlisted personnel are more likely than Black enlisted personnel to be satisfied with job security (see Figure 6).



**Figure 6. Percent Satisfied with Overall Job Security**

Black officers and enlisted personnel are more concerned than White officers and enlisted personnel with issues related to job security. As shown in Figure 7, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be concerned about not being allowed to stay in the Army beyond their current enlistment/obligation, being targeted to leave the Army involuntarily, and being offered an “early out.”



**Figure 7. Percent Concerned About Army Job**

In related areas, compared to White officers and enlisted personnel, a larger percentage of Black officers and enlisted personnel are concerned about Reduction in Force/separation board rules and regulations (43% Black vs. 33% White officers; 38% Black vs. 25% White enlisted). Black enlisted are also more likely than White enlisted personnel to be concerned with their future as it relates to changing Army policies on downsizing (37% Black vs. 28% White enlisted).

Analysis of other issues related to job security found that Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be concerned more today than they were a year ago about the following:

- Being able to get a civilian job quickly if they had to (64% Black vs. 59% White officers; 80% Black vs. 69% White enlisted); and
- Kind of work they will get when they leave the Army (65% Black vs. 60% White officers; 83% Black vs. 73% White enlisted).

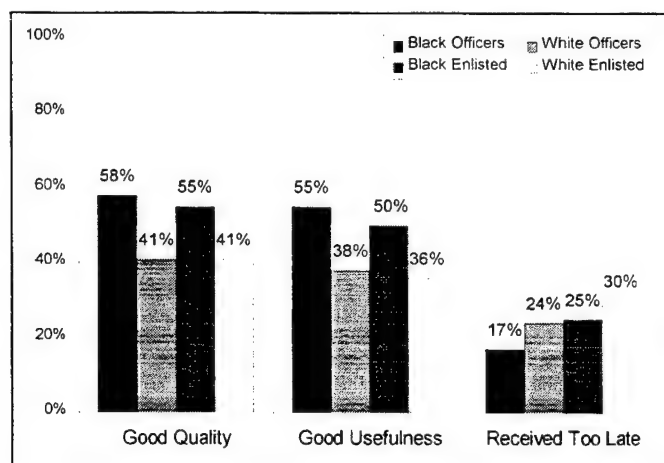
In addition, Black enlisted personnel are more likely than White enlisted personnel to be concerned more today than they were a year ago about:

- Their long-term opportunities in the Army (74% Black vs. 61% White enlisted);
- Financial burden should they leave the Army unexpectedly (79% Black vs. 72% White enlisted); and
- Having difficulty finding a civilian job with the same or better pay and benefits (53% Black vs. 43% White enlisted).

## Career Development

Courses and assignments. No significant racial differences exist for those who have completed or are currently assigned to 7 of 10 officer courses and 4 of 10 enlisted courses. Black officers are more likely than White officers to have completed Combined Arms & Services Staff School (resident) (35% Black vs. 29% White officers) and to have been assigned to the Army Command & General Staff College (CGSC) (non-resident) (11% Black vs. 6% White officers). White officers are more likely than Black officers to have completed CGSC (resident) (13% White vs. 8% Black officers). Black enlisted personnel are more likely than White enlisted personnel to have completed the Primary Leadership Development Course (70% Black vs. 54% White enlisted), Basic NCO Course (53% Black vs. 34% White enlisted), and the Advanced NCO Course (25% Black vs. 16% White enlisted).

Figure 8 shows that Black officers and enlisted personnel are more likely than White officers and enlisted personnel to rate as very good the quality of their most recent formal military course and its usefulness for their next assignment. White officers, however, are more likely than Black officers to feel this training was received too late in their career.

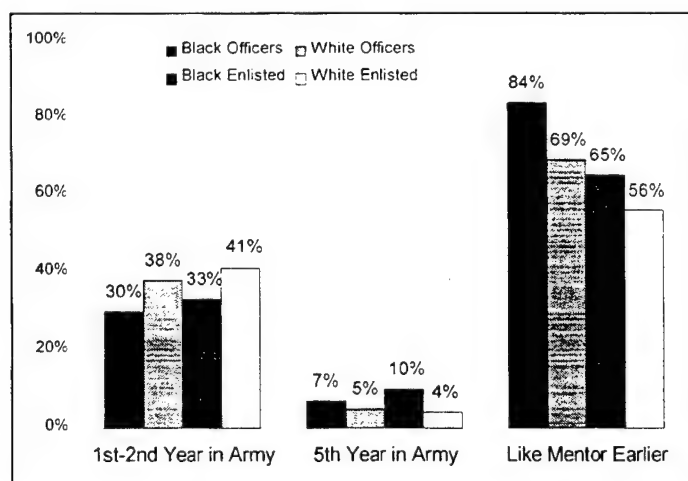


**Figure 8. Percent Rating Quality and Usefulness of Most Recent Formal Military Course As Very Good**

Mentoring. A large percentage of officers and enlisted personnel have not had a mentor or career development relationship. Almost half of Black officers (44%) and a third of White officers (35%) and approximately three-fifths of Black enlisted personnel (58%) and White enlisted personnel (60%) reported not having had a mentor during their Army career.

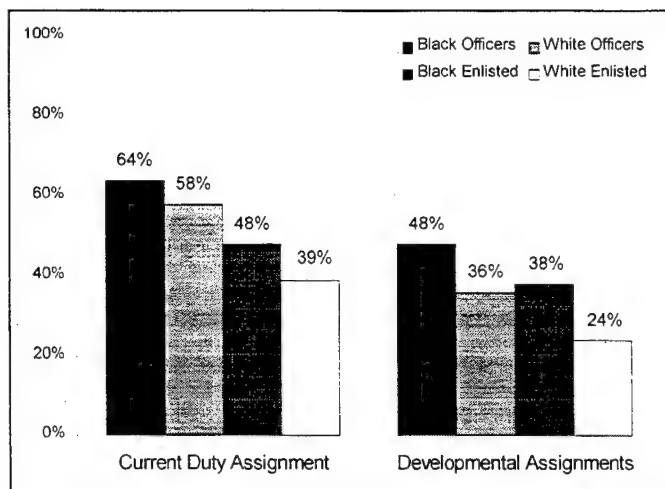
There were no significant differences between the percentages of White and Black officer and enlisted personnel who had one or two mentors while in the Army. About a third of White and Black officers and a fifth of Black and White enlisted personnel reported having three to five mentors while in the Army (33% White vs. 27% Black officers; 19% White vs. 21% Black enlisted). Among those who had a mentor, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to agree that these relationships have been helpful to their career (71% Black vs. 62% White officers, 71% Black vs. 61% White enlisted).

Timing of career development relationships may determine the value of that relationship to a soldier's career. Black officers and enlisted personnel are more likely than White officers and enlisted personnel to agree that they would have liked to have had a mentor earlier in their career (see Figure 9). This finding is supported by the fact that higher percentages of White than Black officers and enlisted personnel had their first such relationship in the first or second year of their Army career; and higher percentages of Black than White enlisted personnel had their first career development relationship during their 5th year in the Army.



**Figure 9. Timing of Career Development Relationships**

The demographics of White and Black soldier's mentors differ. As expected, officers tend to have commissioned officers as their mentors, and enlisted personnel tend to have NCOs as mentors. Nevertheless, White officers are more likely than Black officers to have mentors who are commissioned officers (84% White vs. 75% Black officers), and Black officers are more likely than White officers to have NCOs as mentors (27% Black vs. 13% White officers). Also, a higher percentage of Black officers than White officers have had mentors of a different gender, race, or ethnic group/origin, and higher percentages of Black enlisted than White enlisted personnel have had mentors of a different gender (see Figure 10).

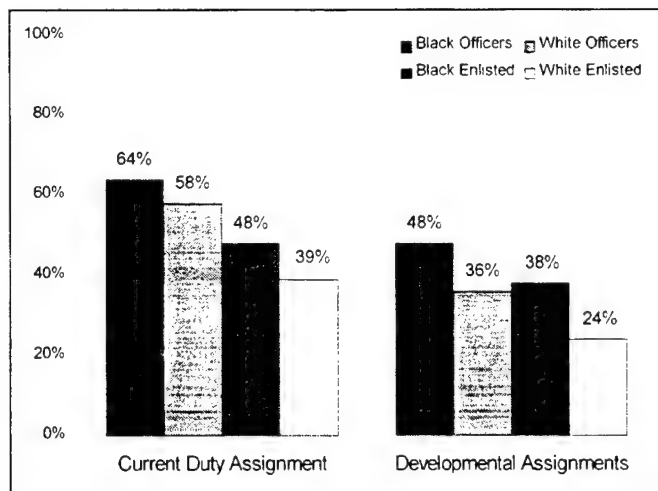


**Figure 10. Percent Who Had Mentors with Different Demographics**

### Promotion

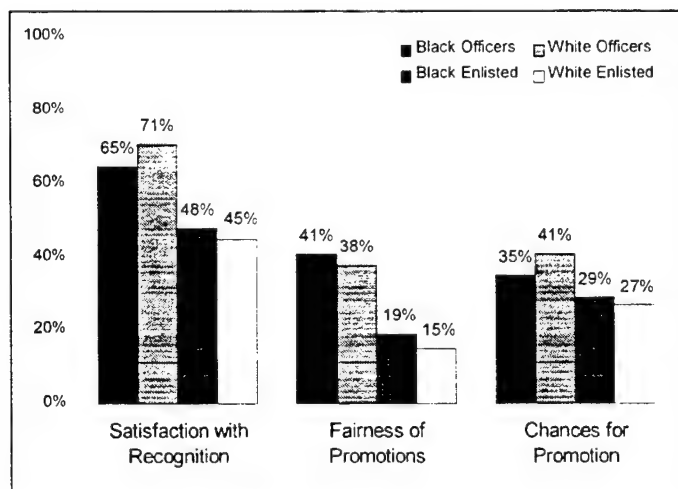
A variety of *SSMP* questions asked soldiers what they think about Army promotions in general and their own promotion potential in particular. Of direct relevance to this discussion is the finding that Black enlisted personnel are more likely than White enlisted personnel (23% Black vs. 15% White enlisted) to have served five or more years since they received their current rank. In contrast, White enlisted personnel are more likely than Black enlisted personnel to have served less than one year since they received their current rank (32% White vs. 25% Black enlisted). Since Black enlisted personnel tend to be older and have more years of service than White enlisted personnel, such findings are not unexpected.

Compared to White officers and enlisted personnel, Black officers and enlisted personnel are more likely to rate their current duty assignment as very helpful for their military career and to be very confident about getting the developmental assignments they need to be competitive for promotion (see Figure 11).



**Figure 11. Percent Rating Current and Future Assignments**

As shown in Figure 12, White officers are more likely than Black officers to be satisfied with the level of recognition for their accomplishments and to rate their chances for promotion in their Basic Branch as better than others. Black enlisted personnel are more likely than White enlisted personnel to rate promotion selections at their current rank as very fair.



**Figure 12. Percent Rating Recognition and Promotion**

### Equity

*SSMP* questions covered a number of issues related to equity, including teamwork and unit cohesion, standards and performance, sexual harassment, and equal opportunity.

Teamwork and unit cohesion. A number of *SSMP* questions assessed how soldiers feel about the impact of mixed gender workgroups on teamwork and unit cohesion. In general, Black officers and enlisted personnel are more likely than White

officers and enlisted personnel to be positive towards mixed gender work groups. Specifically, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to:

- Think all soldiers work well together regardless of their sex (82% Black vs. 73% White officers; 72% Black vs. 63% White enlisted);
- Agree that having both genders in a unit would enhance the work atmosphere of the group (47% Black vs. 28% White officers; 54% Black vs. 35% White enlisted);

and

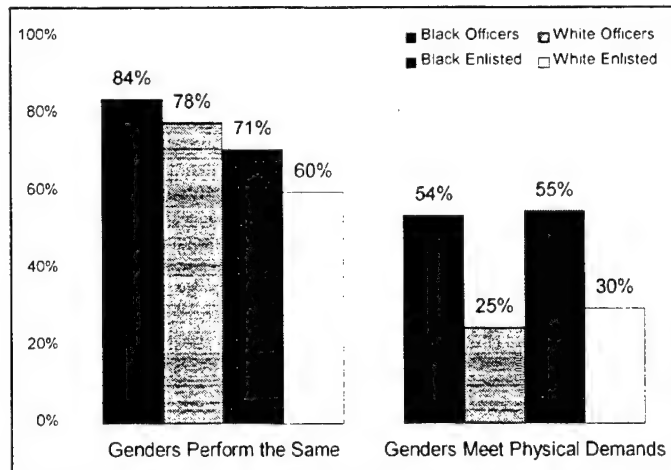
- Disagree that it would be more difficult to take orders from someone of the opposite sex (76% Black vs. 72% White officers; 68% Black vs. 59% White enlisted).

In addition, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to:

- Agree that mixing males and females in a unit would have a negative influence on group cohesion/cooperation (21% White vs. 7% Black officers; 21% White vs. 9% Black enlisted); and
- Think soldiers of the same sex work better together (24% White vs. 13% Black officers; 32% White vs. 20% Black enlisted).

Standards and performance. Perceptions of performance standards for male and female soldiers vary by race. Black officers and enlisted personnel are more likely than their White officers and enlisted personnel to believe that male and female soldiers are expected to achieve the same standards (76% Black vs. 66% White officers; 63% Black vs. 46% White enlisted). In contrast, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to believe that males are expected to achieve higher standards (31% White vs. 22% Black officers; 52% White vs. 34% Black enlisted). Also, Black officers are more likely than White officers to believe male soldiers are encouraged to succeed more than female soldiers (11% Black vs. 5% White officers), and White officers are more likely than Black officers to be satisfied with the fairness of their performance evaluations (74% White vs. 69% Black officers).

Concerning on-the-job performance, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to believe that male and female soldiers perform equally well in assigned tasks and that females are as able as males to meet the physical demands of being an Army soldier (see Figure 13). However, White officers and enlisted personnel are more likely to believe that male soldiers work harder in performing their assigned tasks (19% White vs. 12% Black officers; 44% White vs. 29% Black enlisted) and that male soldiers perform better in their assigned tasks (19% White vs. 10% Black officers; 37% White vs. 23% Black enlisted).



**Figure 13. Percent Rating Army Performance**

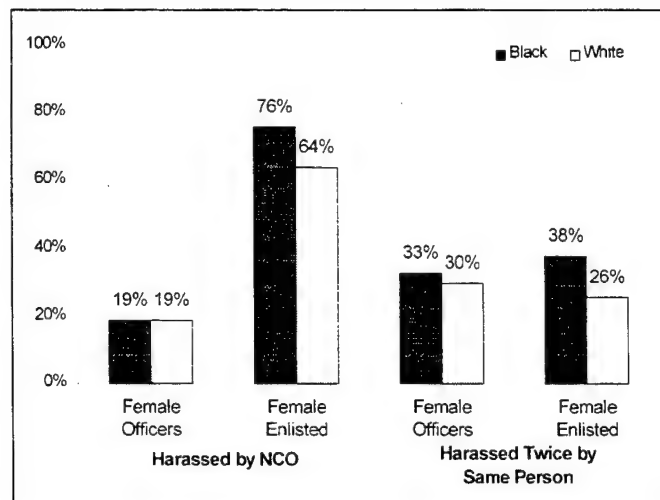
When it comes to weight standards and APFT requirements, differences between officers and enlisted personnel are more pronounced. White officers are more likely than Black officers to rate as fair weight standards for males (49% White vs. 41% Black officers) and females (37% White vs. 32% Black officers) and APFT requirements for males (63% White vs. 53% Black officers). Black enlisted personnel are more likely than White enlisted personnel to rate APFT requirements for females as fair (36% Black vs. 31% White enlisted). In spite of these differences, both White officers and enlisted personnel are more likely than Black officers and enlisted personnel to rate the administration of the APFT at their current location as very fair (73% White vs. 63% Black officers; 49% White vs. 43% Black enlisted); yet, Black officers and enlisted personnel are more likely to say they personally have no difficulty meeting APFT requirements for their age and gender (83% Black vs. 78% White officers; 75% Black vs. 67% White enlisted).

Sexual harassment. According to Army Regulation AR 600-20, sexual harassment is “a form of sexual discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.” Responses to the *SSMP* found that approximately 5% of the total population of Black and White officers and enlisted personnel had been sexually harassed within the last 12 months. While there are no significant racial differences for male officers and enlisted personnel, there are significant racial differences for females. That is, White female officers and enlisted personnel are more likely than Black female officers and enlisted personnel to have been sexually harassed (19% White vs. 11% Black female officers; 31% White vs. 20% Black female enlisted).

Given the relatively small numbers of individuals who reported being sexually harassed, racial differences in responses to a number of related issues could not be reliably assessed because of the large sampling error. However, among those who had been sexually harassed, Black female enlisted personnel are more likely than White



female enlisted personnel to have been harassed by an NCO and are more likely to have been harassed twice by the same person (see Figure 14).



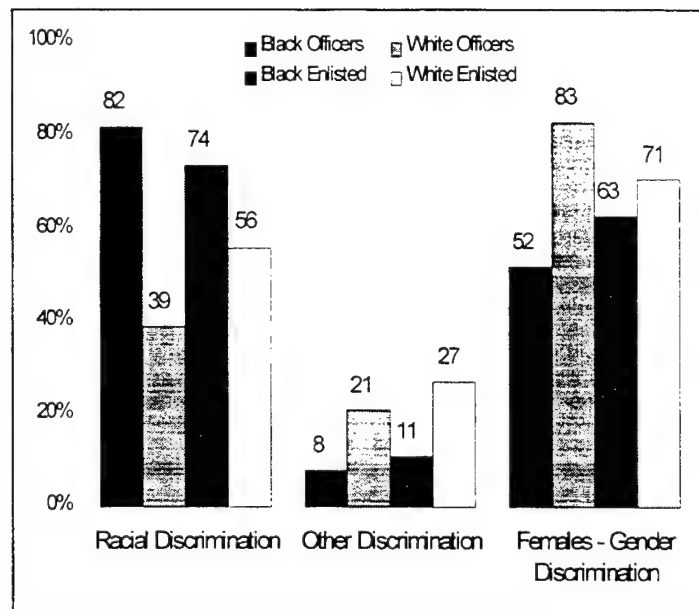
**Figure 14. Percent Sexually Harassed**

About two-thirds of all officers and enlisted personnel (with percentages for Black soldiers significantly higher than for White soldiers) reported not knowing if sexual harassment has changed in their unit or workplace during the last 12 months (69% Black vs. 60% White officers; 71% Black vs. 65% White enlisted); but White officers and enlisted personnel are more likely than Black officers and enlisted personnel to think sexual harassment within their unit has stayed the same during the last 12 months (31% White vs. 22% Black officers; 27% White vs. 18% Black enlisted). Nevertheless, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to feel very confident in handling sexual harassment complaints in their units (89% Black vs. 81% White officers; 85% Black vs. 76% White enlisted).

Other forms of discrimination. Responses to the *SSMP* found that approximately 21% of the total population of Black and White officers and enlisted personnel reported that they had been subjected to discrimination in the last 12 months. This includes 22% of Black officers, 11% of White officers, 25% of Black enlisted personnel, and 22% of White enlisted personnel.

Significant differences were found between Black and White officers and enlisted personnel who reported having been subjected to racial, religious, gender, and other types of discrimination. Of those who reported having been subjected to discrimination during the last 12 months (see Figure 15).

- Black officers and enlisted personnel are more likely than White officers and enlisted personnel to have been subjected to racial discrimination;
- White officers are more likely than Black officers to have been subjected to religious discrimination (13% White vs. 3% Black officers);
- White female officers are more likely than Black female officers to report having been subjected to gender discrimination: and
- White officers and enlisted personnel are more likely than Black officers and enlisted personnel to have been subjected to other types of discrimination (e.g., age and weight).



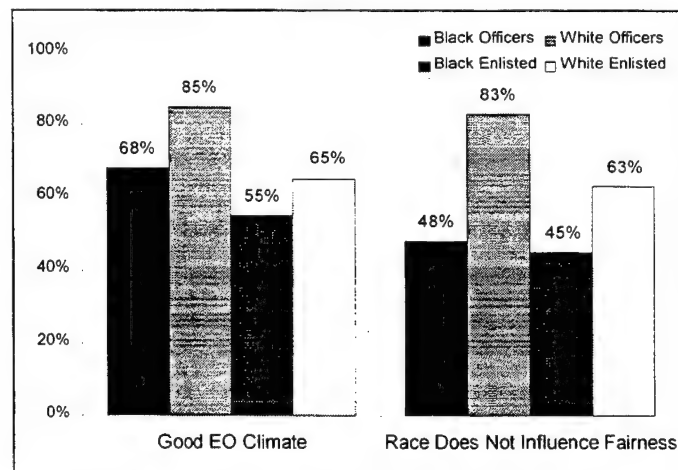
**Figure 15. Of Those Subjected to Discrimination, Percent Who Experienced Different Types of Discrimination**

Overall, less than a third (20% officers, 28% enlisted) of all incidents of discrimination are reported to the chain of command or other military authority, with Black officers being more likely than White officers to report such incidents (30% Black vs. 18% White officers). These low reporting rates may be related to soldiers' perceptions of military justice as it relates to discrimination complaints. Overall, 11% of all officers and 29% of all enlisted personnel reported that the chain of command seldom takes action on complaints of discrimination in their unit. Of those who were aware of discrimination complaints, a fourth of Black officers (26%) and a third of Black enlisted personnel (36%) state that the chain of command seldom takes action; this is compared to 9% for White officers and 24% for White enlisted personnel. In a related question, 56% of White officers (vs. 41% of Black officers) and 44% of White enlisted personnel

(vs. 32% of Black enlisted) reported that military justice has been administered fairly within their unit.

**Equal Opportunity.** Questions related to equal opportunity assessed soldiers' perceptions of the fairness of promotions and assignments. Responses to these questions found that Black officers and enlisted personnel are more likely than White officers and enlisted personnel to agree that their chances for promotion are the same as soldiers of the opposite gender (81% Black vs. 58% White officers; 71% Black vs. 63% White enlisted) and that White enlisted personnel are more likely than Black enlisted personnel to state that gender has no influence on selection for developmental or key career assignments (84% White vs. 77% Black enlisted). Black officers and enlisted personnel, however, are more likely than White officers and enlisted personnel to feel that race has a negative influence on selection for developmental or key career assignments (39% Black vs. 16% White officers; 20% Black vs. 10% White enlisted).

White officers and enlisted personnel are more likely than Black officers and enlisted personnel to rate the equal opportunity climate in their units as good (see Figure 16). In addition, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to feel that race does not affect fairness; that is, they are more likely to agree with the statement that "race does not influence whether I get a fair deal within my unit."



**Figure 16. Percent Rating Equal Opportunity Climate in Their Unit**

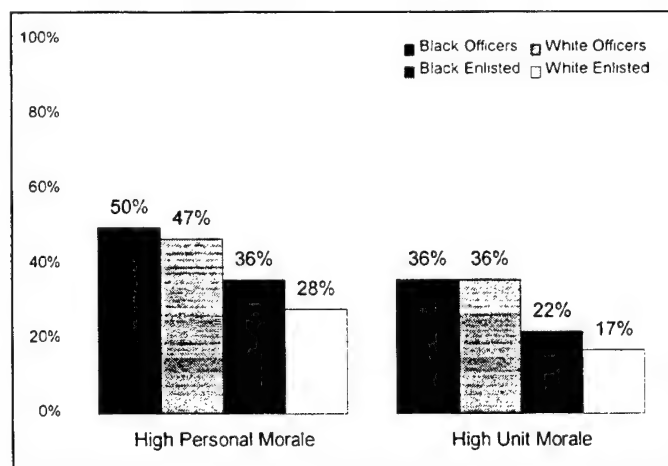
#### Co-workers, Morale, and Preparedness

**Co-workers.** In general, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to be satisfied with their co-workers, especially with the amount of personnel available (39% Black vs. 33% White officers; 41% Black vs. 34% White enlisted) and the competence of their co-workers (83% Black vs. 78% White officers; 70% Black vs. 56% White enlisted). Black officers' immediate

work groups are more likely than those of White officers to have a larger number of civilians than soldiers (16% Black vs. 10% White officers), females than males (12% Black vs. 7% White officers), and minorities than Whites (16% Black vs. 9% White officers); and Black enlisted soldiers' immediate work groups are more likely to have a larger number of minorities than Whites (25% Black vs. 15% White enlisted).

Regarding assignments, Black officers and enlisted personnel are more likely to rate the soldiers (55% Black vs. 46% White officers, 54% Black vs. 47% White enlisted) and civilians (47% Black vs. 40% White officers, 52% Black vs. 41% White enlisted) in their immediate work group about the same as most they have worked with. However, Black officers are more likely to report that their immediate work group works together as a team but they do not feel like they belong to the team (9% Black officers vs. 4% White officers); no such differences in feelings of belonging were found for enlisted personnel.

**Morale.** There are no significant differences in the percentages of Black and White officers reporting high personal and unit morale (see Figure 17); but, Black enlisted personnel are more likely than White enlisted personnel to report a high level of both personal and unit morale. Also, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to report low unit morale (20% White vs. 15% Black officers; 40% White vs. 32% Black enlisted), and White enlisted personnel are more likely than Black enlisted personnel to report low personal morale (31% White vs. 23% Black enlisted).



**Figure 17. Percent Reporting High Unit and Personal Morale**

**Preparedness.** If given the opportunity, White male and female officers and enlisted personnel are more likely than Black male and female officers and enlisted personnel to volunteer for a direct combat assignment (54% White vs. 43% Black male officers; 31% White vs. 19% Black female officers; 48% White vs. 33% Black male enlisted; 26% White vs. 14% Black female enlisted). If given the opportunity, White

female enlisted personnel are more likely than Black female enlisted personnel to volunteer for operations other than war assignments, (71% White vs. 63% Black female enlisted).

In assessing their unit's preparedness to perform its wartime duties/mission, identical percentages of Black and White officers (58%) and enlisted personnel (45%) rated their unit as well-prepared. A larger percentage of White (22%) than Black (18%) enlisted personnel rated their unit as not well-prepared. In a related question, higher percentages of Black female enlisted personnel than White female enlisted personnel in deployable units reported that, if notified their unit would deploy in two weeks, it would be difficult to deploy with their unit because they are single parents (31% Black vs. 15% White female enlisted).

### Supervision and Leadership

Over four-fifths of the officers and approximately half of the enlisted personnel have an immediate supervisor who is White; and over four-fifths of officers and enlisted personnel have an immediate supervisor who is male. Black officers are slightly more likely than White officers to have an immediate supervisor who is Black (12% Black vs. 8% White officers) or female (15% Black vs. 9% White officers). White officers are slightly more likely than Black officers to have an immediate supervisor who is White (89% White vs. 84% Black officers) or male (91% White vs. 85% Black officers). Black enlisted personnel are more likely than White enlisted personnel to have an immediate supervisor who is Black (42% Black vs. 30% White enlisted). White enlisted personnel are more likely than Black enlisted personnel to have an immediate supervisor who is a NCO (81% White vs. 76% Black enlisted) or White (59% White vs. 46% Black enlisted).

Immediate Supervision. There are several significant differences between Black and White officers and enlisted personnel in their assessment of the performance of their immediate supervisors and Army leadership.

White officers are more likely than Black officers to:

- Grade their supervisor's overall performance as very good (65% White vs. 58% Black officers);
- Grade their supervisor's handling people skills as very good (60% White vs. 54% Black officers);
- Agree that their supervisor sets the right example by his/her actions (80% White vs. 74% Black officers);
- Have great amount of respect for their immediate supervisor (69% White vs. 63% Black officers); and
- Be satisfied with respect received from their superiors (82% White vs. 76% Black officers).

In contrast, White enlisted personnel are more likely to grade their supervisor's performance as very good in handling technical skills (55% White enlisted vs. 50% Black enlisted), but Black enlisted personnel are slightly more likely than White enlisted personnel to have a great amount of respect for their immediate supervisor (59% Black enlisted vs. 55% White enlisted).

Leadership. Soldiers were asked to rate officers and NCOs in terms of their leadership qualities. It was found that, compared to Black officers, White officers tend to be slightly more positive towards Army leadership. For example, White officers are more likely to agree that senior NCOs (81% White vs. 74% Black officers), Company Grade officers (79% White vs. 71% Black officers), and Field Grade officers (70% White vs. 65% Black officers) "care about what happens to their soldiers." White officers also are slightly more likely to be satisfied with the quality of leadership at their place of duty (72% White vs. 68% Black officers) and are more likely to agree that Company Grade officers are good leaders (70% White vs. 66% Black officers).

In contrast, Black officers are more likely to describe Company Grade officers as "caring mostly about their own careers" (22% Black vs. 15% White officers) and are more likely to disagree that Senior Army leaders are aware of frustrations and anxieties that accompany the possible loss of one's job or career (28% Black vs. 24% White officers).

In addition, Black officers and enlisted personnel are slightly more likely than White officers and enlisted personnel to agree that Junior NCOs are good leaders (64% Black officers vs. 58% White officers; 61% Black vs. 56% White enlisted), and Black enlisted personnel are more likely to agree that Field grade officers care about what happens to their soldiers (51% Black enlisted vs. 45% White enlisted).

From a more general perspective, Black officers and enlisted personnel are slightly more likely than White officers and enlisted personnel to agree that Army leadership will make the best decisions to maintain a quality Army (70% Black vs. 66% White officers; 57% Black vs. 50% White enlisted).

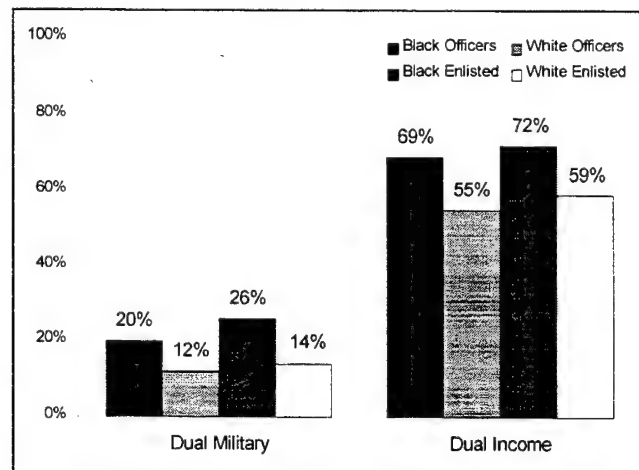
#### Soldier's Family and the Army

Marital status. White officers are more likely than Black officers to be married (78% White vs. 69% Black officers), and Black officers are more likely to be divorced or widowed (12% Black vs. 5% White officers). White enlisted personnel are more likely than Black enlisted personnel to be single (33% White vs. 25% Black enlisted), and Black enlisted personnel are more likely than White enlisted personnel to be married (66% Black vs. 61% White enlisted), and, if not married, to be engaged or significantly involved in a relationship (i.e., have an important girlfriend or boyfriend) (55% Black enlisted vs. 45% White enlisted). Of those who are married, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to live at their

current CONUS or OCONUS location with their spouse (92% White vs. 84% Black officers; 82% White vs. 75% Black enlisted).

**Income.** Of those who are married, engaged, or significantly involved in a relationship (i.e., having an important girlfriend/boyfriend), Black officers and enlisted personnel are more likely than White officers and enlisted personnel to have a spouse/boyfriend/girlfriend who works (see Figure 18); whereas, White officers and enlisted personnel are more likely than are Black officers and enlisted personnel to have a spouse/boyfriend/girlfriend who currently does not want to work (29% White vs. 14% Black officers; 18% White vs. 5% Black enlisted).

Over two-thirds of Black officers and enlisted personnel are in dual income families compared to over one-half of White officers and enlisted personnel (see Figure 18). In addition, Black officers and enlisted personnel are almost twice as likely as White officers and enlisted personnel to be in dual military families; that is, they are more likely to have a spouse/boyfriend/ girlfriend who is on active duty in the U.S. Armed Forces. Higher percentages of White officers than Black officers are satisfied with their spouse's career/work opportunities (49% White vs. 41% Black officers).

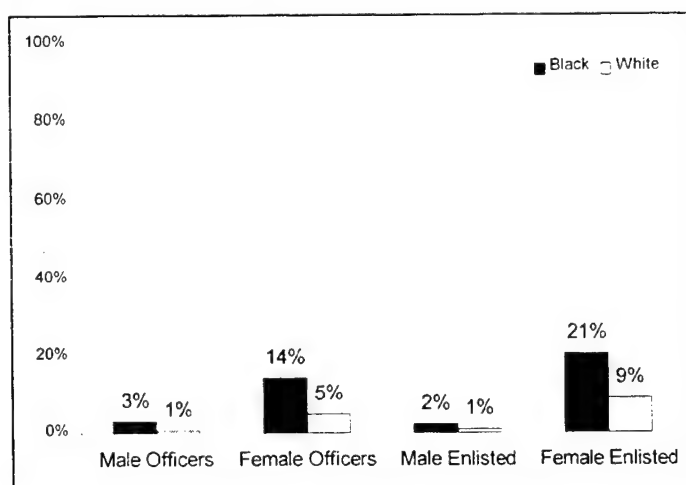


**Figure 18. Percent of Dual Military and Dual Income Families**

**Children.** Approximately four-fifths of Black officers and enlisted personnel have dependent children compared to almost three-fourths of White officers and enlisted personnel (79% Black vs. 72% White officers; 82% Black vs. 71% White enlisted). Black officers are more likely than White officers to have one dependent child (26% Black vs. 20% White officers). Black enlisted personnel are more likely than White enlisted personnel to have three or more dependent children (21% Black vs. 16% White enlisted), but White enlisted personnel are more likely to report that they or their spouse is pregnant (37% White vs. 32% Black enlisted). These findings may relate to a previously discussed finding that almost half of Black enlisted personnel are 30 years or

older compared to less than one-third of White enlisted personnel; whereas, about 70 percent of Black and White officers are 30 years or older.

Of particular interest is the finding that Black female officers and enlisted personnel are over twice as likely as White female officers and enlisted personnel to be single parents (see Figure 19). As shown, 14% of Black female officers and 21% of Black female enlisted personnel are single parents compared to 5% of White female officers and 9% of White female enlisted personnel. Less than 3% of all Black and White male officers and enlisted personnel are single parents.



**Figure 19. Percent of Single Parents**

White officers are more likely than Black officers to report that they lost time from military duties because they were unable to find child care (20% White vs. 9% Black officers), and White officers and enlisted personnel are more likely than Black officers and enlisted personnel to report that their spouse lost time from paid or voluntary work for the same reason (25% White vs. 11% Black officers; 24% White vs. 16% Black enlisted). Additionally, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to report that the most important reason why they do not use Army- sponsored care is because their spouse cares for their child(ren) (47% White vs. 34% Black officers, 44% White vs. 29% Black enlisted).

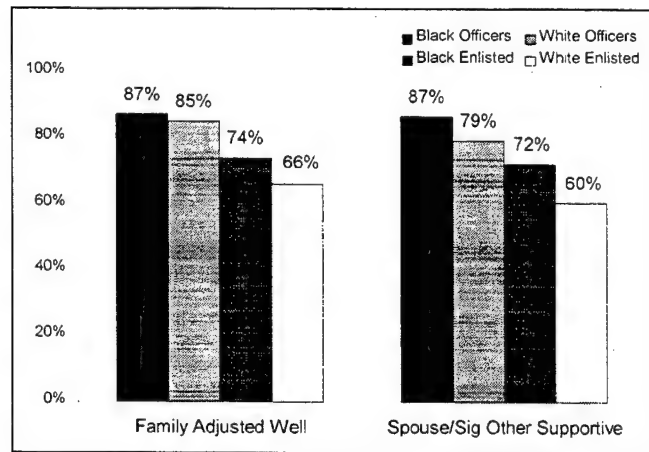
Absences from duty. Questions related to absences from duty showed few racial differences. However, Black male enlisted personnel are more likely than White male enlisted personnel to not have been absent from their regular assignment for at least two consecutive weeks in the last 12 months (80% Black vs. 71% White male enlisted). Of those who have been absent for at least two consecutive weeks, White female officers and enlisted personnel are more likely to report their absence had a negative impact on their immediate work group (34% White vs. 17% Black female officers; 35% White vs. 23% Black female enlisted).



There are no significant differences between Black and White male and female officers and enlisted personnel who gave the following reasons for being absent: being on profile due to injury, pregnancy of soldier or spouse, personal or family illness, or school. However, White female officers are more likely than Black female officers to be absent due to childbirth (18% White vs. 7% Black female officers), and White female enlisted personnel are more likely to have been absent for reasons others than those listed above (42% White vs. 31% Black female enlisted).

Separations and deployments. Separations and deployments may impact the quality of a soldier's family life. Black male officers and enlisted personnel are more likely than White male officers and enlisted personnel to have been away from their duty station for military duties 4 weeks or less during the last 12 months (38% Black vs. 27% White male officers, 30% Black vs. 24% White male enlisted). White officers and enlisted personnel are more likely to have been separated from their spouse and/or child(ren) 17 – 20 weeks due to military duties during the past 12 months (10% White vs. 4% Black officers, 11% White vs. 6% Black enlisted).

Family adjustment and support. As shown in Figure 20, a large majority of Black and White officers and enlisted personnel report that their families have adjusted well to the demands of being an "Army family." Among officers, the percentages of Black and White soldiers whose families have adjusted well are quite similar; however, among enlisted personnel, the percentages of Black soldiers whose families have adjusted well are somewhat higher than for White soldiers. In addition, among both officers and enlisted personnel, Black soldiers are more likely to report that their spouse/significant other is supportive of their making a career in the Army.



**Figure 20. Percent Reporting Family Adjustment & Support for Army Career**

## Quality of Life and Stress

A large number of *SSMP* questions assessed factors which affect the overall quality of life for soldiers and their families. These factors include living conditions; housing; Morale, Welfare, and Recreation (MWR) programs; and stress.

Living conditions. White officers are more likely than Black officers to live in on-post family housing (29% White vs. 23% Black officers), and White enlisted personnel are more likely than Black enlisted personnel to live in the Barracks/BEQ/BOQ (38% White vs. 33% Black enlisted).

Higher percentages of Black than White officers are satisfied with the quality of government housing (47% Black vs. 39% White officers), and higher percentages of Black than White enlisted personnel are satisfied with stateside living conditions (54% Black enlisted vs. 49% White enlisted) and prefer on-post military housing (23% Black enlisted vs. 18% White enlisted).

White officers and enlisted personnel are more likely than Black officers and enlisted personnel to rate the condition of their housing as fair or poor (28% White vs. 19% Black officers; 51% White vs. 44% Black enlisted). Specifically, White enlisted personnel are more likely than Black enlisted personnel to rate as fair or poor the following characteristics of their current housing:

- Size of quarters (60% White vs. 54% Black enlisted);
- Privacy (66% White vs. 57% Black enlisted);
- Furnishings/décor (58% White vs. 50% Black enlisted);
- Household appliances (55% White vs. 46% Black enlisted);
- Bath facilities (54% White vs. 50% Black enlisted); and
- Parking (52% White vs. 47% Black enlisted).

Housing features rated as more important by higher percentages of Black than White officers and enlisted personnel include the following:

- Location (79% Black vs. 72% White officers; 76% Black vs. 61% White enlisted);
- Condition (89% Black vs. 83% White officers; 87% Black vs. 81% White enlisted);
- Security (79% Black vs. 70% White officers; 81% Black vs. 69% White enlisted);
- Access to educational facilities (56% Black vs. 40% White officers; 65% Black vs. 45% White enlisted); and
- Access to recreational facilities (41% Black vs. 30% White officers; 53% Black vs. 38% White enlisted).

Morale, Welfare, and Recreation (MWR) Programs. Table 1 presents MWR programs with significantly different usage by Black and White officers and by Black and White enlisted personnel. As shown, Black officers and enlisted personnel are more likely than White officers and enlisted personnel to use music and theater programs and club entertainment services; and White officers and enlisted personnel are more likely to use swimming pools, outdoor recreation areas/facilities, golf, recreational equipment rental, and marine services.

**Table 1. MWR Program Usage**

<b>MWR Programs</b>	<b>Black Officers</b>	<b>White Officers</b>	<b>Black Enlisted</b>	<b>White Enlisted</b>
Music & Theater Programs	30%	24%	33%	27%
Club Entertainment Services	36%	29%	40%	26%
Swimming Pools	36%	50%	33%	47%
Outdoor Recreation Areas/Facilities	32%	50%	30%	39%
Golf	23%	45%	7%	22%
Recreational Equipment Rental	21%	35%	17%	27%
Marine services	5%	15%	6%	13%

Among officers, Black officers are more likely than White officers to use bowling (55% Black vs. 50% White officers) and sports above intramural level (e.g., area, conference, All Army) (9% Black vs. 5% White officers); but White officers are more likely than Black officers to use arts and crafts programs (29% White vs. 23% Black officers), full club dining and beverage services (59% White vs. 50% Black officers), and the club beverage lounge (46% White vs. 34% Black officers). Among enlisted personnel, Black enlisted personnel are more likely than White enlisted personnel to use full club dining and beverage services (27% Black vs. 22% White enlisted), youth services program (19% Black vs. 12% White enlisted), community recreational centers (22% Black vs. 15% White enlisted), sports above intramural (13% Black vs. 8% White enlisted), and child development services (19% Black vs. 11% White enlisted); but White enlisted personnel are more likely to use fitness centers (74% White vs. 70% Black enlisted). It should be noted, however, that over two-thirds of Black and White enlisted personnel use the fitness centers.

Table 2 presents MWR programs with significantly different ratings of importance by Black and White officers and by Black and White enlisted personnel. As shown, among both officers and enlisted personnel, Black soldiers are more likely than White soldiers to rate child development services and club entertainment services as important; White soldiers, on the other hand, are more likely than Black soldiers to rate outdoor recreation areas/facilities, swimming pools, golf, recreational equipment rental, and marine services as important.

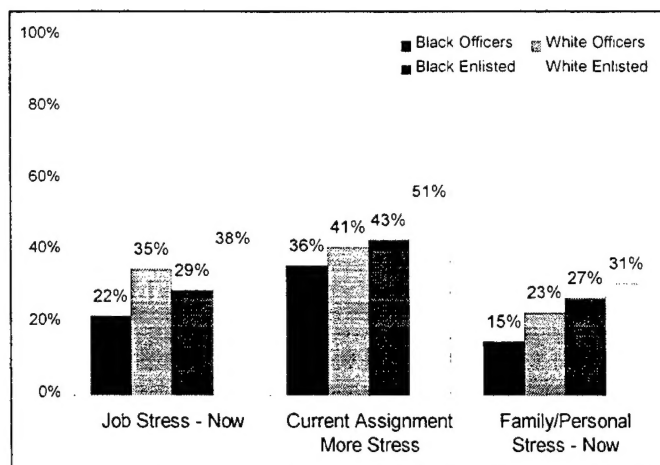
**Table 2. MWR Program Importance**

<b>MWR Programs</b>	<b>Black Officers</b>	<b>White Officers</b>	<b>Black Enlisted</b>	<b>White Enlisted</b>
Child Development Services	40%	34%	35%	29%
Club Entertainment Services	14%	7%	22%	12%
Outdoor Recreation Areas/Facilities	30%	46%	26%	45%
Swimming Pools	23%	39%	20%	33%
Golf	12%	28%	5%	14%
Recreational equipment rental	10%	22%	11%	24%
Marine services	3%	9%	6%	11%

Among officers, White officers are more likely than Black officers to rate the club beverage lounge as important (11% White vs. 6% Black officers), and Black officers are more likely than White officers to rate the following as important: library services (55% Black vs. 50% White officers), information/ tickets/registration (43% Black vs. 37% White officers), youth services program (42% Black vs. 35% White officers), travel agency (38% Black vs. 32% White officers), music and theater programs (19% Black vs. 12% White officers), and community recreation centers (21% Black vs. 13% White officers). Among enlisted personnel, White enlisted personnel are more likely than Black enlisted personnel to rate fitness centers as important (65% White vs. 57% Black enlisted). Consistent with high usage rates, over three-fourths of all officers and slightly less than two-thirds of all enlisted personnel rated the fitness centers as important.

**Stress.** Several *SSMP* questions asked soldiers to assess the level of stress they are experiencing now and to compare this level with that they experienced a year ago. Responses to these items showed that White officers and enlisted personnel are more

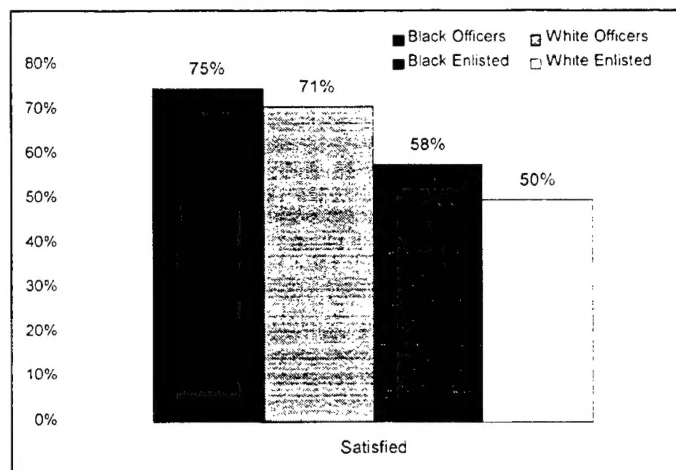
likely than Black officers and enlisted personnel to experience high levels of stress or conflict in their military job now (in 1995) (see Figure 21).



**Figure 21. Percent Experiencing High Levels of Stress**

Although the percentages experiencing high levels of job stress now (in 1995) are slightly lower than for a year ago for Black and White officers and enlisted personnel, the only significant decrease is for Black officers (31% a year ago vs. 22% now). White officers and enlisted personnel are more likely than Black officers and enlisted personnel to report that their current assignment places more stress on family relationships now as compared to previous assignments. White officers are more likely than Black officers to report they are experiencing high conflict or stress now in their family or personal life.

Overall, as shown in Figure 22, approximately three-fourths of all officers are satisfied with the quality of Army life, with similar percentages of Black and White officers reporting satisfaction. Approximately one-half of all enlisted personnel are satisfied with the quality of Army life, with higher percentages of Black enlisted personnel than White enlisted personnel reporting satisfaction.

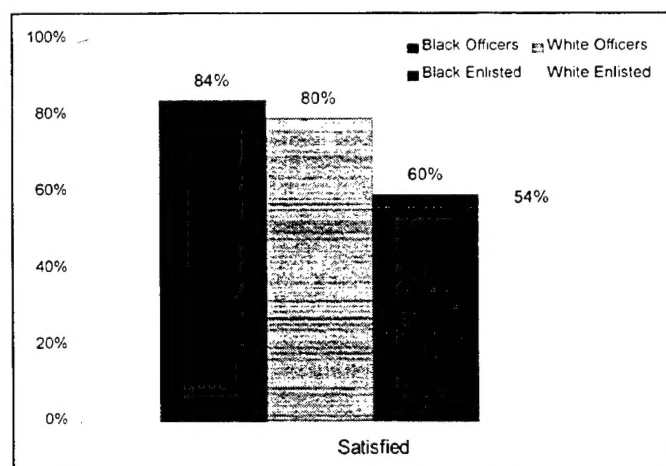


**Figure 22. Percent Satisfied with Quality of Army Life**

### Career Satisfaction and Intentions

All of the factors described above have the potential to impact a soldier's career satisfaction and intentions. Here, items assessing this impact are summarized.

Satisfaction with Army career. Overall, approximately four-fifths of all officers and over half of all enlisted personnel are satisfied with their Army careers (see Figure 23). As shown, significantly higher percentages of Black than White officers and enlisted personnel are satisfied with their Army career.



**Figure 23. Percent Satisfied with Army Career**

Consistent with their overall higher career satisfaction, Black officers are more likely than White officers and enlisted personnel to agree they were taught valuable skills in the Army (85% Black vs. 76% White officers; 68% Black vs. 52% White enlisted).

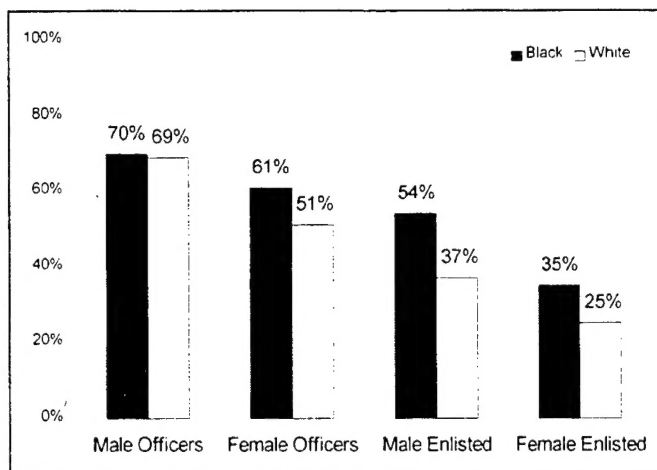
Among officers, there were no significant racial differences, but over two-thirds are satisfied with their current assignment and the kind of work they do in their Basic Branch. Among enlisted personnel, Black male enlisted personnel are more likely than White male enlisted personnel to be satisfied with their current assignment (48% Black vs. 41% White male enlisted) and the kind of work they do in their primary Career Management Field (60% Black vs. 51% White male enlisted). Black male enlisted personnel also are more likely than White male enlisted personnel to rate their current assignment as more satisfying than most past assignments (34% Black vs. 28% White male enlisted).

Pride in Army career. Black officers and enlisted personnel are more likely than White officers and enlisted personnel to agree that "the American public respects soldiers" (54% Black vs. 49% White officers; 36% Black vs. 30% White enlisted). White officers are more likely than Black officers to agree that they are "proud to be in the Army" (68% White vs. 60% Black officers), but Black officers are more likely to accept any job in order to stay with the Army (28% Black vs. 23% White officers). Also, 37% of Black enlisted personnel, compared to 30% of White enlisted personnel, believe that if they had to do it again, they would not join the Army.

Despite these conflicting findings related to pride in the Army, Black officers are more likely than White officers to agree that they would recommend to male recruits (65% Black vs. 55% White officers) and female recruits (44% Black vs. 37% White officers) that they join the Army. Almost half of Black and White enlisted personnel would recommend to male recruits (47% Black vs. 46% White enlisted) and approximately one-third would recommend to female recruits (34% Black vs. 30% White enlisted) that they join the Army. Also, White officers and enlisted personnel are more likely than Black officers and enlisted personnel to recommend to female recruits that they not join a military service (29% White vs. 22% Black officers; 29% White vs. 22% Black enlisted).

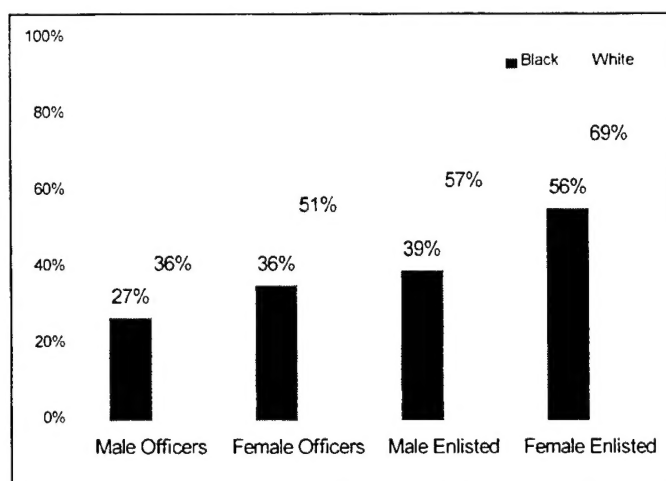
Army career intentions. Overall, the career intention of two-thirds (67%) of officers and two-fifths (41%) of enlisted personnel are to stay in the Army until retirement; less than one-fifth (15%) of officers and about a third (36%) of enlisted personnel intend to leave after their present obligation is fulfilled.

Black female officers and Black male and female enlisted personnel are more likely than White female officers and White male and female enlisted personnel to intend to stay in the Army until retirement (see Figure 24).



**Figure 24. Percent Who Intend to Stay Until Retirement**

This conclusion is also evidenced by the fact that White female officers and White male and female enlisted personnel are more likely to intend to leave the Army before retirement (see Figure 25).



**Figure 25. Percent Who Intend to Leave Before Retirement**